

# A Study of the Relationship Between Perceptions of the Organizational Justice and the Organizational Trust at the Working Individuals in the University of Middle Euphrates Technical

Basima Mohammed Bany \* / Teacher  
 Technical Institute – Kufa, Middle Euphrates Technical University / IRAQ

## ABSTRACT

This study aimed to clarify of the relationship between perceptions of the organizational justice dimensions (distributive justice, procedural justice, and interactive justice) and the dimensions of the organizational trust (trust in the senior management, trust in the supervisors, trust in colleagues at work) at the working individuals in the University of Middle Euphrates Technical, and for this purpose has been prepared and developing a questionnaire as a source to data collection for the variables, the questionnaire has been distributed on the study sample (67) individuals from workers in the Middle Euphrates Technical University of them leaders and heads of departments and officials divisions and units. And has been used some of the statistical methods as (arithmetic mean, standard deviation, correlation coefficient (Spearman), and simple linear regression analysis) to test the relationship between the study variables. The study found a number of conclusions was the most important:

- The results showed that the interest of Middle Euphrates Technical University by the (distributive justice, procedural justice, and interactive justice) which has improved their performance and supporting their effectiveness in order to achieve the rapid response to the individuals working requests, especially since the upgrading of the university quality requires cooperative work and not approach singly in the performance.

- There exist a statistically significant positive relationships at the significance level ( $\alpha = 0.05$ ), between the organizational justice dimensions and the dimensions of the organizational trust.

- There exist a statistically significant impact at the significance level ( $\alpha = 0.05$ ), for the organizational justice on the organizational trust at the working individuals in the University of Middle Euphrates Technical.

**Keywords:** Organizational justice, Procedural justice, Interactive justice, Organizational trust, Trust in the senior management, Trust in the supervisors.

## 1. INTRODUCTION

The University is one of the unique organizations in any society, because it is an educational, researchable and development organization at the same time, it features characteristic make it with character to its objectives and activities, which makes its relations influential the community that embraced thereby elevate by standing to the leadership and excellence level among other community organizations, and the interest by the human element considered as the main trend in all development works, where determine the quality of the human resource and the progress level of society through it.

Due to the increasing importance of subject of the organizational justice and organizational trust should be conducted in a lot of serious attempts to be activated in organizations today being an organizational phenomenon of development and continuous and impact two of increased job stability through holding the individuals by their organizations, and rests with the organization, the create task the appropriate supplies by numbers of the working individuals in enhances their contributions of the serious and outstanding in this regard, and the university have been able to improve their performance rates through improved the service delivery (working individuals that represent its basis product) by subjecting her work to the measures are consistent with the performance level of achieved required on according to the criteria adopted in the surveyed organization.

In the framework of these developments, the study has endeavored to diagnose and analyze the organizational justice dimensions and to contribute with the organizational trust dimensions in promoting of the responsibility, participation and loyalty to work and sense of aspects of the work and the tasks performed by each one in his proper place.

The study included four sections, the first section of the study addressed methodology, while the second section has contained the theoretical and conceptual framework of the study as it dealt with conceptual frameworks of the organizational justice and organizational trust and analysis their dimensions, while the third section, which represents the practical side of the study included the analysis and discussion the results of the hypotheses test of the study, and finally the fourth section addressed the most important conclusions and recommendations.

## 2. METHODOLOGY

The study scientific methodology includes a number of basic elements based on which is determined by the

scientific directions of the study as follows:

### **2.1. The Study Problem and its Questions**

The researcher has been based in formulation and development of the study problem on two axes, the first is the follow-up and survey the intellectual conceptual literature related to the subject of the organizational justice and organizational trust in a lot of studies, however, these studies are still few relatively and we need to do more interest, especially in the field of the education sector, and the other axis of the study problem embodied by the justice to the individuals working which can not be achieved not by the existence of trust of the administrative leadership, and the researcher found to be shed light on study of these variables, which enhances the perception concept of the organizational justice and organizational trust both in the surveyed organization Hence, the study problem could be summarized by the following questions:

- a. What the assessment level of the organizational justice dimensions from the perspective of employees in the Middle Euphrates Technical University?
- b. What the assessment level of the organizational trust dimensions from the perspective of employees in the Middle Euphrates Technical University?
- c. What the nature of the relationship between the organizational justice dimensions and the organizational trust in the surveyed university?
- d. Is there a significant impact for the organizational justice on the organizational trust in the surveyed university?

### **2.2. The Study Importance**

Can be determining the study importance through the following:

- a. The Middle Euphrates Technical University is one of the most important service organizations and constitutes a human element in which one of the mainstays in the provision of services to its clients. The study was to identify the extent of cohesion the employees in the organization, because it represents a crucial role in the success of the organization and its progress.
- b. The study considered a serious attempt to frame the cognitive contributions in the field of the organizational justice dimensions analysis and its conceptual overlap with the literature of the organizational trust.

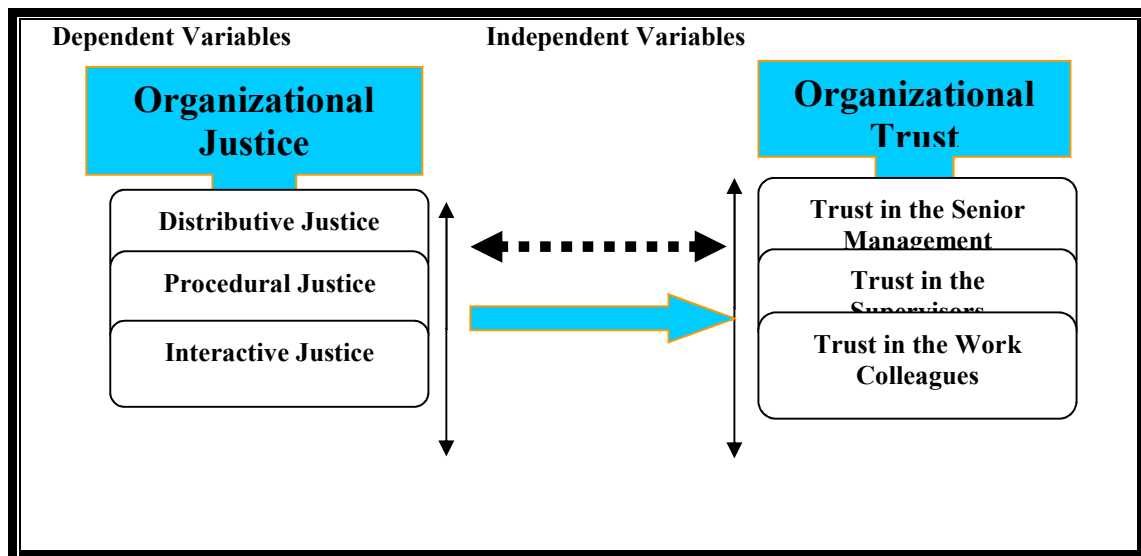
### **2.3. The Study Objectives**

The objectives of this study are given as follows:

- a. To identify the extent of the employees recognition for the organizational justice and their dimensions which are (distributive justice, procedural justice, and interactive justice).
- b. To identify the extent of sense in the trust of the employees toward the (trust in the senior management, trust in the supervisors, and trust in the work colleagues).
- c. To identify the nature of the relationship between the organizational justice dimensions and the organizational trust in the surveyed university.
- d. To get out a set of conclusions and recommendations that may contribute to enhancing the perception of the surveyed organization for the importance of adoption the (organizational justice and organizational trust), in order to support the chances of success in it

### **2.4. The Study Model**

In light of the study objectives was to propose the following study model, for the purpose of study of the relationship between perceptions of the organizational justice and the organizational trust at the working individuals in the University of Middle Euphrates Technical. As shown in the following figure No. (1):



Source: Prepared by the researchers.

Figure 1. The Study Model



## 2.5. The Study Hypotheses

The study hypotheses are given in a null form ( $H_0$ ) as follows:

### a. The 1<sup>st</sup> Main Hypothesis

$H_{01}$ : There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **organizational justice** and the **organizational trust** at the working individuals in the University of Middle Euphrates Technical.

### Sub- Hypotheses

$H_{011}$ : There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **distributive justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

$H_{012}$ : There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **procedural justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

$H_{013}$ : There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **interactive justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

### b. The 2<sup>nd</sup> Main Hypothesis

$H_{02}$ : There is no statistically significant impact at the significance level ( $\alpha = 0.05$ ), for the **organizational justice** on the **organizational trust** at the working individuals in the University of Middle Euphrates Technical.

## 2.6. The Operational Definitions

**a. Organizational Justice:** The researcher defines the organizational justice as a multi-dimensional social structure interprets how to realize of the working individuals to the organizational justice of their right in the work environment in which they work.

**b. Organizational Trust:** The researcher define the organizational trust as faith of the individual in the goals, decisions and policies of the organization, and their leaders and all working individuals with him to reflect his commitment to toward himself and toward of the Organization in which he work in it.

## 2.7. The Study Limits

**a. The Objective Limits:** This study was confined to the subject of the organizational justice with three dimensions (distributive justice, procedural justice, and interactive justice) and link them to the subject of the organizational trust with three dimensions (trust in the senior management, trust in the supervisors, trust in the work colleagues).

**b. The Spatial Limits:** This study was confined on the Middle Euphrates Technical University including (administrative and technical college, medical and health technical college, technical institute / Kufa, Najaf Technical Institute, Engineering Technical College in Najaf).

**c. The Human Limits:** This study was confined on the leaders, the teaching staff, and the working individuals and the implementing to procedures for the official transactions and books in the Middle Euphrates Technical University.

## 2.8. The Study Method

The researcher been adopted in completing this study, on the following methods:

**a. The Theoretical Study:** This study included on available of Arab and foreign references from books, periodicals, researches, and studies related to the subject of the study, as well as the access to records, periodicals and statistics related to the university under study.

**b. The Empirical Study:** The researcher been adopted of the empirical study in two stages:

**1. The First Stage:** The researcher in this stage to conduct a series of personal interviews with a number of employees and public staff in the Euphrates Technical University desiring to deepening its understanding of the study variables, in order to enable it to formulate the hypotheses as better.

**2. The Second Stage:** In accordance this stage it was collecting the initial data from the leaders and the employees in the surveyed university through preparing a questionnaire specifically for that purpose, and this questionnaire includes some questions about the organizational justice and organizational trust and their dimensions.

## 3. THEORETICAL FRAMEWORK & LITERATURE REVIEW

### 3.1. Theoretical & Conceptual Framework

This section includes the theoretical and conceptual side of the phenomenon variables under of study (organizational justice, and organizational trust) starting with the their concepts, its definition and their dimensions, as follows:

#### 3.1.1. The Organizational Justice

The organizational justice refers to the study of the equity within the organization settings and arises from the work in the social psychology that aims to equity and understand the issues of the social interactions. And (Mark, 2003: 361) define the organizational justice as the perceptions of the individuals to the justice, by classifying the employees views and their feelings about treatment as others within the organization.

And (Tatum & Eberlin, 2008: 297) see the organizational justice is the value that can be obtained as a result of realization the employees to integrity and objectivity of the procedures in the organization. Most researchers agree on the organizational justice that there are three basic issues which the individuals build their sense of justice in their organizations:

**a.** Concentrated around the organizational outcomes for employees such as salaries, incentives and workload, and uses her term called distributive justice.

**b.** Centered on the procedures and laws by which the distribution of the organizational outputs such as salaries and workload among employees and called on this kind by procedural justice.

Centered on the procedures and laws by which the distribution of organizational outputs such as salaries and workload among employees and called on the kind of procedural justice.

**c.** Depends on the personal treatment to which it receives the individuals affected by the decisions when dealing with those decision-makers and is used this kind by interactive justice.

In light of these issues, the individual feels by satisfaction when the two rates were equal (his colleagues in the Organization's rate of output to input), but the prevails feeling of injustice and tension and dissatisfaction when the two rates were not equal. (Till and Karren, 2011: 42-57)

Based on the foregoing, the researcher sees that the organizational justice means extent of a sense the individuals working of justice in organizations they work for and their reaction and behavior towards this sensation.

#### 3.1.2. The Organizational Justice Importance

And kicks off the importance of organizational justice in the organizations of being one of the most important administrative variables related to human capital, and the method of distribution of tasks and benefits of reward and punishment on performance and achievement, that affect on the job performance efficiency of employees in the organization (Al-Saud & Sultan, 2009: 191-231). The application of justice and the values of integrity, impartiality is one of the basic pillars of the formation of positive behaviors towards their employees and the organizations' ability to adapt to the variables and the circumstances surrounding it.

Consequently achieving justice among employees is the most important challenges facing the contemporary organizations (Abu Tayeh, 2012: 146). Some researchers have pointed out the importance of organizational justice in the Organization (Smith, 2004: 672), (Bradley, 2008: 2-3), (Dietz, et al. 2003: 319), quoting (Al-Khafaji, 2012: 13-14), as follows:

- Considered as a way to achieve personal interests of any individuals that are turning their personal gains in their interaction with their colleagues at work.

- The Organizational Justice is working on ranking of the individuals working within groups and a statement of their role and status in the decision-making process.

- The dimensions and the organizational justice perceptions affect on the results of the individuals and organizational such as perceptions of employees distributive justice and satisfaction for them.

- Give the employees opportunity to participate and express their opinions are born they have a sense of appreciation and the justice to take part in the decision.

The researcher sees provide the organizational justice considered as indicator of individuals serving that they are distinguished individuals by the organization management and a measure to predict what is treated in the future.

### 3.1.3. The Organizational Justice Dimensions

(Carolina, 2005: 101-109) refers to that the employees in administrative working environments divide the organizational justice, accordance with three categories of treatment, represented by (organizational justice dimensions), namely:

**1. Distributive Justice:** Reflects the concept of distributive justice, a sense of the employees for justice perceived concerning distribution of what they get from the resources (output) by the organization may be in the form of wages, an upgrade, and incentives for their work, (Rego & Cunha, 2006: 7). The individuals employees do not focus only on the amount of resources they receive them, but care about as well as the justice of these resources, the study indicates that the distributive justice is justice in which the distribution of rewards and incentives among employees in the organization, also related to realize of employees for justice in the allocation of rewards they receive, which includes upgrade and the fair incentives.

**2. Procedural Justice:** The procedural fairness refers to the fairness of the used methods in making and implementing the decisions and determines the outputs. (Coquitt., 2001) sees that in order for the procedures to be fair it must be:

- It is applied continually on different of the individuals and times.
- Be free of bias and partiality.
- Include all the accurate information about the work and its use in decision-making.
- Include some fair mechanisms to correct the wrong decisions or inappropriate.
- Comply with the standards and ethical metrics within the individual himself.
- Takes into account the views of all of the parties affected by the decisions.

**3. Interactional Justice:** The Justice interactive interested by the organization's management behavior in dealing with the rest of its employees . The terms of this kind of the justice, related with extent of a sense of the employees with their justice of dealing with the organization management in which they work. And it falls under the interactive justice so-called the justice of interactions which refers to respect for others, and honesty in dealing with them. And (Al-Kheshali. 2004: 1-18) sees, and (Rego & Cunha, 2006: 8)) described degree of sense of employees by the justice of humanitarian and organizational treatment which they receive when applied to the procedures and ways of behaving towards her administration, which are connected mainly by the managers deal way with them and that the manager showing the interest and are engaging them to know the consequences in addition to being looking to recognize the individuals for Justice with respect to the personal interactions and according to the credibility and respect.

### 3.1.4. The Organizational Trust Concept

The topic of organizational trust won growing interest between management scholars as a result of developments and continuous changes in the organization has increased the need to the operational of the organizational trust concept within the organizational contexts, this is due to the importance of the subject and direct relationship with a wide range of the organizational variables, and influential role in the success and development of the organizations and their ability to accomplish its objectives efficiently and effectively, its importance will be in a very large increase in the future about open relationships and flexible structures and extent of shared responsibility and decision-making and degree of the interest in creative solutions in facing of requirements of the different organizations (Shaheen, 2010: 64-67). The researcher sees that the coexistence with the local and global variables with complex technical one of the importance attempts for organizations in the atheist and the twentieth century in order to keep pace with the changing and the surrounding conditions through its reliance on human resources and effective participation in access to the organization planned objectives and, through the trust between the organization and its objectives that contribute to swap in enhancing positive behavior among individuals working and increase the behavior of the official role in the organization. Provide literature in several studies in the fields of knowledge to the many and varied definitions of the organizational trust we include them below:

- (Chen & et al., 2003) define the organizational trust as: the public of faith and confidence in the quality and viability of certain people (such as work colleagues and direct President) or certain groups (such as senior management) within the organization, and the desire to dependency on them on the basis of their behavior, as expected of them as well as a lack of the interest to monitor and follow up on their behavior in this regard).



- And (Adams, 2004: 7) defined the organizational trust is one of the basic elements in solving the administrative problems, (Wicks) and his colleagues was confirmed on the importance of view organizations to trust as an important economic source, also it encouraged organizations to adopt a strategy for the investment by depending on the effective standards are reflected its results on the success of this investment.

- Also (Al-Shakrgi 2008: 57) defined as: expectations, beliefs and positive feelings carried by the individuals to the organization to which they belong, and related to the practices and applicable administrative behaviors, and where commitment takes into account general ethical values and special administrative and stay away from everything that harm the common interests.

- (Al-Muasher & Al-Tarawneh, 2012: 627) defined as: expectations of the individuals or groups that the organization they work for can be relied upon to achieve the related results for the individuals or groups because of efficiency of the administrative system, presidents, information system, and the organizational relationships between the individuals and not to exaggerate in the presentation of facts.

- (Faraj, 2013: 44) defined as: one of the employee perceptions of the organizational support and the trust of ability of the leader to hold on its principles, they are the essence of all the internal organizational relationships vertically and horizontally alike.

- (Abdul Samie, 2010: 44) defined as: it all that combines between the different definitions for the trust is that it includes the belief or expectations or orientations for one of the parties that the other party's behavior is the relationship or their results will be the personal interest of the party self-assured.

The researcher sees that the organizational trust (is the extent of realization of the individuals working on the surveyed the objectives and activities of the organization and the future plans and extent of the organization's commitment to the individuals working and various interests, which date back a sense of self-confidence and their subjectivity values in achieving their objectives, and existence of justice in the assessment and returns granted to them.

### 3.1.5. The Organizational Trust Dimensions

This study has adopted three dimensions of organizational trust, namely, (trust in the senior management, trust in the supervisors, and trust in colleagues to work) and which are adapted to the University under study. The following brief overview of these dimensions, as follows:

**1. Trust in the Senior Management:** The trust in management considered as a large force behind experiences day after day, which significantly affect on the personal trust, so as to reduce the difficulties and complexities that have a significant influence on the organizations work (Yang, 2005: 15).

And that the major impediment which faced of the organizations that would be their costs high, which may lead its life is loss of the trust in the organization's management by the individuals working can manage things and supplies of the organization and will remain for the individuals working the great importance in the work and development and innovation, Lack of the trust makes the employees worthless, and the lack of the trust makes individuals working prefer their personal interests on the organization interests and then reduced their loyalty (Al- Enezi & Al-Saadi 2004: 56).

The researcher sees that the trust in the senior management lead to the trust of the individuals working by the organization's ability to carry out all the responsibilities and make fair and equitable decisions by the right of all the individuals working in the organization.

**2. Trust in the Supervisors:** It means those positive expectations trust of subordinates toward their supervisors at work according exchanged between the two sides relations as gaining supervisor trust of his subordinates if it meets the efficiency properties, merit, ethics, openness to subordinates and attention to the interests of subordinates and their needs and support of subordinates and justice in dealing with them (Fliah, 2010: 83). (Porumbescu & et al, 2013: 159) stressed on the way in which it is connected the supervisor with subordinates may play an important role in influencing the vertical trust levels within the organizations.

The researcher sees that the individuals trust by their supervisors makes them feel in the spirit of the team and this improves of the quality of work in their performance and increased confidence the other party.

**3. Trust in colleagues to work:** Are intended that the cooperative and mutual relations and positive attitudes among the individuals working in terms of mutual dependence and subscribe to ideas and open communication between all parties, (At-Taie, 2007: 8). It is the work requirements deepen the trust between the individuals working for make them are taking many decisions, so as to contribute in achieving the common objectives is essential for and long-term (Yang, 2005: 22).

The researcher sees that the understanding of an important trust such as construction affect on work of the individuals performance and involve them in related to the work areas and this has a positive influence towards achieving the planned objectives successfully.

### 3.2. Literature Review

- Study of (Al-Khafaji, 2012) entitled: The interactive effect between justice and organizational trust and its reflected in achievement of the quality of the work life: studying on the individuals working at the University of

Kufa.

The study aimed to test the interactive relationship between justice and organizational trust and seeks to statement its impact on enhancing quality of the work life. The study found many findings, including:

a. There exist statistically significant relationship between the employees perception of the organizational justice and improve quality of the work life.

b. There exists role for some of the organizational trust on the relationship between the organizational justice dimensions and quality of the work life.

- Study of (**Balassiano & Salles, 2012**) entitled: Impact of the organizational justice on the organizational loyalty: A case study on teachers in the secondary schools as technical and administrative employees in Vitoria city at Brazil.

The study aimed to detect the impact of the organizational justice on the organizational loyalty, the study consisted of a sample of (73) teachers in the secondary schools as technical and administrative employees in Vitoria city at Brazil. And it used a questionnaire composed of three sessions with items developed to detect the impact of the organizational justice on the organizational loyalty. The study results showed that the organizational loyalty coefficients were all statistically significant at the significance level (0.05), demonstrating the positive impact of the organizational justice on the organizational loyalty.

- Study of (**Fliah, 2010**) entitled: Analysis of the relationship between the organizational trust and the organizational commitment.

The study indicated to each of the organizational trust and the organizational commitment in a holistic framework to build an intellectual framework and empirical to determine the relationship between the organizational trust and the organizational commitment in the constituencies of the retirement and social welfare in Terit city. The results of this study revealed that there exist of a positive correlation between the organizational trust and the organizational commitment.

- Study of (**Zainalipoura, 2010**) entitled: A study of the relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school.

The study aimed to analysis of the relationship between the organizational justice and job satisfaction, in addition to explain the impact of the organizational justice dimensions which include the (distributive justice and procedural justice, and interactive justice) on job satisfaction dimensions. The study concluded that there were statistically significant a positive relationship between the organizational justice and job satisfaction in general, and the correlation analysis indicates that the two dimensions of the organizational justice which are (distributive justice, and interactive justice) are associated with four of job satisfaction dimensions are the (satisfaction with the supervisor, colleagues in work, wage, and promotion). Also the regression analysis indicates that there exist statistically significant impact for each of the (distributive justice, and interactions justice) on job satisfaction.

- Study of (**Wadi, 2010**) entitled: The organizational Justice: An Empirical Study of the Palestinian ministries in the Gaza Strip.

The study aimed to identify the feeling level of the organizational justice in order to improve the human development level and the human resources management so as to ensure achievement of the desired national objectives. The study found a number of conclusions, among them the following:

a. The low level of feeling in the organizational justice in the surveyed organization.

b. There exist statistical significant differences between views of the study sample about feeling in the organizational justice attributable to some personal variables.

#### 4. METHOD & PROCEDURES

##### 4.1. The Study Approach

The study relied on descriptive analytical approach, with the aim of describe the study variables from the perspective of employees in the Middle Euphrates Technical University, and measure the relationship between perceptions of the organizational justice dimensions (distributive justice, procedural justice, and interactive justice) and the dimensions of the organizational trust (trust in the senior management, trust in the supervisors, trust in colleagues at work) at the working individuals in the mentioned University.

##### 4.2. The Study Population & its Sample

The study population consists of all employees in the Middle Euphrates University East Technical totaling (625) employees, and due to the large size of the study population the researcher have resorted to choose a stratified random sample with proportion (12%) of the total employees at the university amounted to (75) employees.

Then the researcher began to distribution (75) questionnaire to respondents, were retrieved (70) questionnaire, which reached questionnaires retrieved ratio (93%), and after review and audit the questionnaires retrieved, were excluded (3) questionnaires to be infeasible because of the failure to respond to a number of items, and thus the number of valid questionnaires for statistical analysis (67) questionnaire, and reached valid questionnaires ratio

of the number retrieved (89%). Based on the mentioned, the final study sample is (67) employees.

#### 4.3. The Study Tool

To achieve the objectives of the study, and after returning to the administrative literature in management, the tool is designed to describe the relationship between perceptions of the organizational justice dimensions and the dimensions of the organizational trust at the working individuals in the Middle Euphrates Technical University. The tool consisted of three parts, the first part of which dealt with the personal and functional information, while the second part dealt with the organizational justice dimensions, while the third part included the organizational trust dimensions. The researcher has adopted in design of the organizational justice dimensions on scale of (Colquitt, 2001: 386-48) and scale of (Rego & etal., 2004) and (Rego & Cunha, 2006) to measure the mentioned dimensions, and concerning the organizational trust dimensions depend on scale of (Young, 2005: 180- 183). And was used (Likert Scale) to measure the evaluation level of the organizational justice dimensions and organizational trust from the perspective of employees in the mentioned University and contained from (30) items. It was the adoption of a scale to measure the study variables, is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is  $\{(1-5/3) = 1.33\}$ . And thus the three levels as follows:

Low evaluation degree	Medium evaluation degree	High evaluation degree
1-2.33	2.34-3.67	3.68-5

After that the researcher was measured the tool sincerity and its reliability, as follows:

##### a. Tool Sincerity

Has been verified the (Face Validity) of the study tool, and through the presentation to a group of arbitrators with expertise and knowledge of literature marketing at the Middle Euphrates Technical University, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is designed in its final form and consist from (30) items.

##### b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using the (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.865), as shown in the following Table No. (1):

**Table 1.** Reliability (Internal Consistency of the Questionnaire items)

The Variables	N	Cronbach's Alpha	Stability Ratio
Distributive justice	5	0.707	%70.7
Procedural justice	5	0.611	%61.1
Interactive justice	5	0.644	%64.4
Trust in the senior management	5	0.751	%75.1
Trust in the supervisors	5	0.699	%69.9
Trust in colleagues at work	5	0.636	%63.6
<b>Overall Tool</b>	<b>30</b>	<b>0.865</b>	<b>%865</b>

#### 4.4. The Statistical Methods

After that was finished of the emptying the data in the computer, were used some statistical descriptive and analytical methods, which its available in the Statistical Package for Social Sciences (SPSS), in order to answer the study questions and test its hypotheses, So the statistical methods that were used for purposes of the statistical analysis of data are:

- Frequency Distribution Tables.
- Means and Standard Deviations.
- Cronbach's Alpha Coefficient.
- One-Sample t-Test.
- Correlation coefficient (Spearman's rho).
- Simple linear regression.

## 5. RESULTS AND DISCUSSION

### 5.1. Results of the Study Questions

#### 5.1.1. Results of the 1<sup>st</sup> question

What is the assessing level of the organizational justice dimensions from the perspective of employees in the



Euphrates East Technical University?

For purpose of answering on the 1<sup>st</sup> question, were account the means and standard deviations in order to stand on estimates of the employees about of their assessment level for organizational justice dimensions in the Euphrates East Technical University. As shown in the following Table No. (2):

**Table 2.** Means and Standard Deviations of Organizational Justice Dimensions (N = 67)

No.	Organizational Justice Dimensions	Mean	Std. Dev.	Rank	Assessment level
1	Distributive justice	4.31	0.42	1	High
2	Procedural justice	4.25	0.49	3	High
3	Interactive justice	4.28	0.35	2	High

Evident from the results in Table (2), that the (distributive justice) dimension get on the (first) rank in terms of its importance for the study sample, with mean was (4.31) and standard deviation (0.42), and the (interactive justice) dimension get on the (second) rank, with mean was (4.28) and standard deviation (0.35), and finally the (procedural justice) dimension came in (third) rank and the last on the ladder of priorities of the study sample estimates, with mean was (4.25) and standard deviation (0.49). These results indicate that the individuals estimates of study sample about their assessment for the organizational justice dimensions was (positive), and this means that the assessing level for the mentioned dimensions was (high) from their perspective.

### 5.1.2. Results of the 2<sup>nd</sup> question

What is the assessing level of the organizational trust dimensions from the perspective of the employees in the Euphrates East Technical University?

For purpose of answering on the 2<sup>nd</sup> question, were account the means and standard deviations in order to stand on estimates of the employees about of their assessment level for organizational trust dimensions in the Euphrates East Technical University. As shown in the following Table No. (3):

**Table 3.** Means and Standard Deviations of Organizational Trust Dimensions (N = 67)

No.	Organizational Trust Dimensions	Mean	Std. Dev.	Rank	Assessment level
1	Trust in the senior management	4.04	0.71	3	High
2	Trust in the supervisors	4.24	0.47	1	High
3	Trust in colleagues at work	4.09	0.59	2	High

Evident from the results in Table (3), that the (trust in the supervisors) dimension get on the (first) rank in terms of its importance for the study sample, with mean was (4.24) and standard deviation (0.47), and the (trust in colleagues at work) dimension get on the (second) rank, with mean was (4.09) and standard deviation (0.59), and finally the (trust in the senior management) dimension came in (third) rank and the last on the ladder of priorities of the study sample estimates, with mean was (4.04) and standard deviation (0.71). These results indicate that the individuals estimates of study sample about the their assessment for the organizational trust dimensions was (positive), and this means that the assessing level for the mentioned dimensions was (high) from their perspective.

## 5.2. Results of the hypotheses testing

Before testing the study hypotheses, some tests to be applied on the study data, should be validated as follows:

### a. One-Sample t-Test

This test was used to validate the homogeneity of the study data. Table (4) shows the results of this test:

**Table 4.** Results of One-Sample t-Test

No.	Study Variables	t-values	df.	Sig. (P-value)
1	Distributive justice	25.893	66	0.000
2	Procedural justice	21.039	66	0.000
3	Interactive justice	29.714	66	0.000
4	Trust in the senior management	11.912	66	0.000
5	Trust in the supervisors	21.575	66	0.000
6	Trust in colleagues at work	15.180	66	0.000

[The critical value of (t) with (df. = 66) and ( $\alpha = 0.05$ ) = 1.96].

According to the table (4), the results showed that the study data was characterized by high homogeneity. This could be proved by (t) values for the study variables and all these values are more than the critical value of (t) which is (1.96), also all (p-values) are less than the significance level ( $\alpha = 0.05$ ). This means that the study data are characterized by high homogeneity.

### b. Variance Inflation Factors (VIF) Test

This test was used to verify whether Multicollinearity existed between the independent variables represented by (distributive justice, procedural justice, and interactive justice) or not. Table (5) shows the results of (VIF) test:

**Table 5.** Results of (VIF) test to verify of the Multicollinearity between the Organizational Justice dimensions

No.	Organizational Justice Dimensions	Tolerance	VIF
1	Distributive justice	0.642	1.557
2	Procedural justice	0.773	1.294
3	Interactive justice	0.618	1.617

[The critical value of (VIF) = 10].

The results listed in table (5) show that there is no Multicollinearity between the independent variables (Organizational Justice dimensions). This is asserted by the values of (VIF) for the organizational culture dimensions (work teams, the ability to adapting, and the ability to innovate) which are (1.557, 1.294, 1.617) respectively, where all these values are less than the critical value of the test which is (10).

### c. Sampling Adequacy

The results in table (6), shows (KMO) test to verify the suitability of the property method of selecting a sample study and adequacy of data, have been using (Kaiser-Meyer-Olkin) scale for this purpose, as follows:

**Table 6.** Results of (KMO) test to verify of Sampling Adequacy

Statistical Measures	Results of Factor Analysis
KMO	0.782
Sig. (P-value)	0.000

The results listed in the table (6), show that the selected sample is sufficient and appropriate for the purposes of the statistical analysis. Which is supported by the value of the (KMO) test amounting to (0.782), which is greater than the half (0.5), while the value of statistical significance (Sig.) is less than the significance level ( $\alpha = 0.05$ ).

After being sure to verify some of the aforementioned characteristics of data, it was possible to test the study hypothesis and their sub-hypotheses are as follows:

#### 5.2.1. Test the 1<sup>st</sup> main hypothesis

**H<sub>01</sub>:** There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **organizational justice** and the **organizational trust** at the working individuals in the University of Middle Euphrates Technical.

In order to test the validity of the 1<sup>st</sup> main hypothesis, the correlation coefficient (Spearman's rho) has been used, as shown in table (7) below:

**Table 7.** Results of Spearman's rho Correlation Coefficient

Dependent Variable Independent Variable	Organizational Trust
Organizational Justice	0.691*
Sig. (P-value)	0.000

\* Correlation is significant at the level ( $\alpha = 0.05$ ) (2-tailed).

The results listed in the Table (7), showed that there exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the organizational justice and organizational trust at the working individuals in the University of Middle Euphrates Technical. This supported by the statistical significance value of the correlation coefficient (P-value) of (0.000) which was less than the significance level ( $\alpha = 0.05$ ). Based on the previous results have been rejected the null hypothesis ( $H_{01}$ ), and accepted the alternative hypothesis ( $H_{11}$ ). The value of the correlation coefficient was amounted to (0.691) between the two variables, and this means that the increased interest of the Middle Euphrates Technical University by the organizational justice will lead in the same direction to increase the organizational trust of the employees in the mentioned university.

After had finished from test the main hypothesis, and was verified the existence of the correlation between the organizational justice and organizational trust, should be test the relationship between of every dimension of

the organizational justice with any dimension of the organizational trust in the University of Middle Euphrates, which is as follows:

### 1. Test the 1<sup>st</sup> sub-hypothesis

**H<sub>011</sub>:** There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **distributive justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

In order to test the validity of the 1<sup>st</sup> main hypothesis, the correlation coefficient (Spearman's rho) has been used, as shown in table (8) below:

**Table 8.** Results of Spearman's rho Correlation Coefficients

The Variables	Trust in the senior management	Trust in the supervisors	Trust in colleagues at work
Distributive justice	0.387*	0.504*	0.488*
Sig. (P-value)	0.001	0.000	0.000

\* Correlation is significant at the level ( $\alpha = 0.05$ ) (2-tailed).

The results listed in Table (8) refers to there exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the **distributive justice** and any dimension of the organizational trust (trust in the senior management, trust in the supervisors, trust in colleagues at work) in the University of Middle Euphrates. This could be supported by the statistical significance values (Sig.) of the correlation coefficients are all less than the significance level ( $\alpha = 0.05$ ). Based on the previous results have been rejected the null hypothesis ( $H_{011}$ ), and accepted the alternative hypothesis ( $H_{111}$ ), and this means that the increased interest of the Middle Euphrates Technical University by the distributive justice will lead in the same direction to increase every dimension of the organizational trust for employees in the mentioned university.

### 2. Test the 2<sup>nd</sup> sub-hypothesis

**H<sub>012</sub>:** There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **procedural justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

In order to test the validity of the 2<sup>nd</sup> main hypothesis, the correlation coefficient (Spearman's rho) has been used, as shown in table (9) below:

**Table 9.** Results of Spearman's rho Correlation Coefficients

The Variables	Trust in the senior management	Trust in the supervisors	Trust in colleagues at work
Procedural justice	0.437*	0.479*	0.461*
Sig. (P-value)	0.000	0.000	0.000

\* Correlation is significant at the level ( $\alpha = 0.05$ ) (2-tailed).

The results listed in Table (9) refers to there exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the **procedural justice** and any dimension of the organizational trust (trust in the senior management, trust in the supervisors, trust in colleagues at work) in the University of Middle Euphrates. This could be supported by the statistical significance values (Sig.) of the correlation coefficients are all less than the significance level ( $\alpha = 0.05$ ). Based on the previous results have been rejected the null hypothesis ( $H_{012}$ ), and accepted the alternative hypothesis ( $H_{112}$ ), and this means that the increased interest of the Middle Euphrates Technical University by the procedural justice will lead in the same direction to increase every dimension of the organizational trust for employees in the mentioned university.

### 3. Test the 3<sup>rd</sup> sub-hypothesis

**H<sub>013</sub>:** There is no statistically significant correlation, at the significance level ( $\alpha = 0.05$ ), between the **interactive justice** and **any dimension** of the organizational trust in the University of Middle Euphrates.

In order to test the validity of the 3<sup>rd</sup> main hypothesis, the correlation coefficient (Spearman's rho) has been used, as shown in table (10) below:

**Table 10.** Results of Spearman's rho Correlation Coefficients

The Variables	Trust in the senior management	Trust in the supervisors	Trust in colleagues at work
Interactive justice	0.514*	0.507*	0.324*
Sig. (P-value)	0.000	0.000	0.007

\* Correlation is significant at the level ( $\alpha = 0.05$ ) (2-tailed).

The results listed in Table (10) refers to there exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the **interactive justice** and any dimension of the organizational trust (trust in the senior management, trust in the supervisors, trust in colleagues at work) in the University of Middle Euphrates. This could be supported by the statistical significance values (Sig.) of the correlation coefficients are all less than the significance level ( $\alpha = 0.05$ ). Based on the previous results have been rejected the null hypothesis ( $H_{013}$ ), and accepted the alternative hypothesis ( $H_{113}$ ), and this means that the increased interest of the Middle Euphrates Technical University by the interactive justice will lead in the same direction to increase every dimension of the organizational trust for employees in the mentioned university.

### 5.2.2. Test the 2<sup>nd</sup> main hypothesis

**H<sub>02</sub>:** There is no statistically significant impact at the significance level ( $\alpha = 0.05$ ), for the **organizational justice** on the **organizational trust** at the working individuals in the University of Middle Euphrates Technical.

In order to test the 2<sup>nd</sup> main hypothesis validity was used the simple linear regression analysis. As shown in table (11) and (12) below:

**Table 11.** Summary Results of Simple Linear Regression Analysis

Independent Variable	R	R <sup>2</sup>	F <sub>Ratio</sub>	Sig.
Organizational justice	0.693	0.481	60.193	0.000

**Dependent Variable: organizational trust.**

The results listed in table (11) show that:

a. Validity of simple linear regression is proven, this is supported by the calculated value (F) (60.193), and that the significance value (Sig.) (0.000) is less than the significance level ( $\alpha = 0.05$ ).

b. The value of the (R<sup>2</sup>) of (0.481), refers to the organizational justice on the, interprets (48.1%) of the changes that happen in the organizational trust at the working individuals in the University of Middle Euphrates Technical, while the remaining percentage (51.9%) is attributable to another variables that have not been entered into the simple linear regression model.

**Table 12.** Results of Simple Linear Regression Analysis for measuring the impact of the organizational justice on the organizational trust

Model	Coefficients (β)	Std. Error	t-test	Sig.
)β <sub>0</sub> ( Constant	-0.103	0.546	-0.188	0.852
Organizational justice	0.987	0.127	7.758	0.000

The results listed in the table (12), explained that the significant of regression coefficients (β) for the organizational justice was proven, depend on the statistical significant values (Sig.) (0.000), and this value is less than the significant level ( $\alpha = 0.05$ ). This results means that the null hypothesis ( $H_{02}$ ) is rejected, and accepted the alternative hypothesis ( $H_{12}$ ) which states that: there exist statistically significance impact at the significance level ( $\alpha = 0.05$ ) for the **organizational justice** on the **organizational trust** at the working individuals in the University of Middle Euphrates Technical. This means that the organizational justice is an important variable has a significant impact on the organizational trust in the mentioned university.

## 6. CONCLUSIONS & RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations of the study in light of the results, which are as follows:

### 6.1. Conclusions

The study reached to a number of conclusions, among them the following:

a. Height the arithmetic averages of the organizational justice dimensions represented by (distributive justice, procedural justice, and interactive justice), these results indicate that the responses employees in the Euphrates University East Technical about these dimensions were (positive), and the evaluation level of the previous dimensions were (high) from the perspective of the employees in mentioned university.

b. Height the arithmetic averages of the organizational trust dimensions represented by (trust in the senior management, trust in the supervisors, trust in the work colleagues), these results indicate that the responses employees in the Euphrates University East Technical about these dimensions were (positive), and the evaluation level of the previous dimensions were (high) from the perspective of the employees in mentioned university.

c. There exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the organizational justice and organizational trust at the working individuals in the University of Middle Euphrates Technical.

d. There exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the distributive justice and any dimension of the organizational trust in the University of Middle Euphrates.

e. There exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the distributive justice and any dimension of the procedural trust in the University of Middle Euphrates.

f. There exist statistically significant relationship, a (positive correlation) at the significance level ( $\alpha = 0.05$ ), between the distributive justice and any dimension of the interactive trust in the University of Middle Euphrates.

d. There exist statistically significance impact at the significance level ( $\alpha = 0.05$ ), for the organizational justice on the organizational trust at the working individuals in the University of Middle Euphrates Technical.

## 6.2. Recommendations

In light of the results, the study recommended the following:

a. Necessity interest of the Middle Euphrates East Technical University administration in dimension (procedural justice), as one of the organizational justice dimensions because it was ranked (third) and the recent according to the employees responses in the mentioned university.

b. The study recommends that necessity interest in the Euphrates East Technical University administration dimension (trust in the senior management), as one of the organizational trust dimensions because it was ranked (third) and the recent in light of the employees responses in the mentioned university, with the necessity to take into account to enhance the trust in employees.

c. The researcher suggests the necessity of working future studies dealing with it other variables, different from the variables addressed in the current study, with an emphasis on use of other statistical techniques to address the study data that will be made in the future.

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